

# TBD rapid business turnarounds

<p><b>Profit transformation</b></p>  <p><b>Sector:</b> Shop fitting <b>Turnover:</b> £6.7 mill</p>	<p><b>Distressed company rescue</b></p>  <p><b>Sector:</b> Promotional goods <b>Turnover:</b> £1.5 mill</p>	<p><b>Company turnaround</b></p>  <p><b>Sector:</b> POS manufacturer <b>Turnover:</b> £9.9 mill</p>
<p><b>Situation</b> Established business with five-year track record of low profits due to inefficient organisation and lack of interdepartmental teamwork.</p> <p><b>Countermeasures</b> Introduced TBD's cross functional team-based planning system that engaged all employees, in the business improvement process. Improvements made to marketing, sales, estimating, design, production, office overheads, transportation and management skills.</p> <p><b>Results</b> Profit rose from £120,000 OPBIT to £962,000 in the following year. Highlights included 51% increase in employee added value, 34% increase in sales, and a 500% growth in capital value.</p>	<p><b>Situation</b> Company had just gone into administration as a serious loss of sales exposed weaknesses in systems and management controls resulting in heavy losses.</p> <p><b>Countermeasures</b> Facilitated TBD's team planning system to generate a range of improvement projects across every function in the business including credit control, sales, production sales order processing and strategic alignment to capture higher value sales.</p> <p><b>Results</b> Return to immediate profit with estimated savings and benefits of £137,000 that pulled the company immediately out of administration.</p>	<p><b>Situation</b> Loss of key customers, inefficiencies in operational systems, weak management control and low employee productivity resulted in £913,000 loss one year.</p> <p><b>Countermeasures</b> TBD's business operating system engaged all employees in a focused business improvement process plus guided the rationalisation of the senior management structure.</p> <p><b>Results</b> Improved employee productivity by 57%; GP up by 39.4%, sales growth of 36.7% resulting in a switch from a loss to a profit of £320,000 OPBIT in the following year.</p>

*"At the time we really needed help, Jeremy came through and provided invaluable aid restructuring and redirecting the business. He put us back into a healthy profit after a really difficult period when the recession hit us. A year later we are using him again to help refine systems, processes and teamwork"* Ed Taylor, Director, Taylor made Designs (UK) Ltd.

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## Culture change & turnaround



**Sector:** Commercial printer  
**Turnover:** £4.5 mill

### Situation

Recent merger with a fine arts company had resulted in serious conflicts between cultures and consequent loss of efficiency and reduced productivity. Company had lost £150,000 in the previous year.

### Countermeasures

TBD's structured business improvement planning system engaged all employees in the business improvement process and rapidly solved multiple operational problems as well as improving employee engagement.

### Results

£200,000 OPBIT created by a 10% improvement in sales, an estimated £166,000 extra contribution from improved invoicing and estimating plus numerous cost savings.

## Profit restoration



**Sector:** Diamond drill bit manufacturer  
**Turnover:** £2.0 mill

### Situation

Business growth had led to loss of management control and significant inefficiencies and waste generation. This resulted in a recent and unsustainable £162,000 loss

### Countermeasures

TBD's team planning and generated twenty-six new improvement projects that impacted all business functions including credit and stock control, sales management, ISO accreditation, office administration, IT and production.

### Results

Net profit of £92,000 the next year with a 25% improvement in workshop employee productivity; £151,000 drop in debtors list, £200,000 drop in stock levels and £123,000 improvement in sales.

## Return to solvency



**Sector:** Window manufacturer  
**Turnover:** £529,000 pa

### Situation

Inadequate process controls meant a recent annual loss of £41,655 resulting in a negative net worth of – £51,428.

### Countermeasures

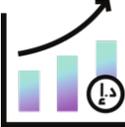
Team planning and various lean group problem solving tools helped staff and management sort out many perennial problems and eradicate waste. Set-up cash-flow system to manage debt crisis.

### Results

GPM improved from 20.4% to 28.8% and converted the loss to £37,300 OPBIT. New positive net worth of £2,123. Sales increased by 7% due to improved workflow and reduced discounts for mistakes and missed deadlines.

*“Jeremy Old has the unique ability to engage, understand and pull teams together across all disciplines in the business and focus us all in achieving our personal and company goals – Fantastic!” Toby Martin, marketing director, Mauveworx Ltd.*

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<p><b>Strategic realignment</b></p>  <p><b>Sector:</b> Lifeboat builder <b>Turnover:</b> £3.3 mill</p>	<p><b>Productivity improvements</b></p>  <p><b>Sector:</b> POS manufacturer <b>Turnover:</b> £13.0 mill</p>	<p><b>Loss turnaround</b></p>  <p><b>Sector:</b> Concrete batching plant maker <b>Turnover:</b> £2.4 mill</p>
<p><b>Situation</b> A 50% drop in projected sales and an existing dependency on one main customer of 75% meant a forecast of hefty losses for the year.</p> <p><b>Countermeasures</b> Rapid team planning developed a new strategic direction, including identifying core competencies and a new USP; setting up test marketing campaign for a new boat design and initiating marketing plan.</p> <p><b>Results</b> £1.8 million of new orders in the pipeline and a reduced dependency on the main customer from 75% to 48%. Major efficiency savings in the production area.</p>	<p><b>Situation</b> High growth meant the management was no longer coping with the size of the organisation. As a results margins, productivity and profitability fluctuated.</p> <p><b>Countermeasures</b> TBD planning designed a formal structure for continuous improvement and instituted a range of lean problem-solving workshops and targeted training to remove waste and improve workflow and customer service.</p> <p><b>Results</b> Rescued the company from losing ISO accreditation plus created savings of £544,000 including savings of £314,000 in agency labour costs, £30,000 in packaging costs, and £50,000 in carriage costs.</p>	<p><b>Situation</b> Productivity had declined to a point where production capacity was below break-even point. The firm had been losing about £90,000 for three years.</p> <p><b>Countermeasures</b> After a round of team planning, the team conducted a series of lean problem-solving workshops to reduce waste, remove bottlenecks and improve employee productivity.</p> <p><b>Results</b> Loss converted to £50,000 OPBIT the following year after a range of improvement projects had doubled the plant capacity. Cost benefit analysis showed £352,000 of savings and benefits.</p>

*“We’ve achieved more changes in six weeks with the team planning workshops than the company has achieved in twenty years of my time here”. Dave Medhurst projects coordinator, Steelfields Ltd Concrete batching plant manufacturer*